



# County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 713, Los Angeles, California 90012  
(213) 974-1101  
<http://ceo.lacounty.gov>

WILLIAM T FUJIOKA  
Chief Executive Officer

Board of Supervisors  
GLORIA MOLINA  
First District

MARK RIDLEY-THOMAS  
Second District

ZEV YAROSLAVSKY  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

September 9, 2013

To: All Department Heads

From: William T Fujioka  
Chief Executive Officer

Lisa M. Garrett  
Director of Personnel

## EXECUTIVE LEADERSHIP DEVELOPMENT PROGRAM

As previously addressed during the Countywide Strategic Planning session, the HR Executive Advisory Committee meetings, and most recently during the Management Council's Spring Educational Conference, we are moving forward with our plan to establish a countywide Executive Leadership Development Program (ELDP). The Department of Human Resources (DHR) and the Chief Executive Office (CEO) convened the Executive Leadership Program Workgroup which solicited input through surveys and strategy meetings with you and your staff to develop the framework for the ELDP.

We are striving to offer the first ELDP course to 100 County participants beginning in January 2014. DHR, with the assistance of County Counsel and subject matter experts, developed a Request for Proposal (RFP) to select a vendor with significant experience to deliver the ELDP. The closing date for the RFP submissions is September 30, 2013.

As we await the RFP submissions and selection of our vendor, DHR is beginning the candidate application and selection processes. Our goal is to ensure that 100 County participants are selected for this program by this December.

**We need your assistance now to:**

- (1) verify the (attached) eligible candidate pool for your department,**
- (2) appoint 1-2 executive level raters to review applications, and**
- (3) confirm your Chief Deputy as our principal point of contact.**

As we discussed previously, you will also be invited to participate in a half-day overview of the ELDP program before it launches. We expect to offer the overview in early January 2014.

### **Eligible Candidates**

As previously discussed, the first year of the ELDP will be open to employees in all County departments at the levels of middle and senior management. Attached is a list of classified candidates from your department who meet this criteria. You may recommend additional MAPP-level candidates who are mid- and senior-level managers responsible for planning and directing one or more divisions through subordinate supervisors. Please confirm the attached list of candidates and send the information for any additional MAPP-level candidates to Rochele Griffin at [rgriffin@hr.lacounty.gov](mailto:rgriffin@hr.lacounty.gov) and Ressie Román at [rroman@hr.lacounty.gov](mailto:rroman@hr.lacounty.gov) by Monday, September 16, 2013. If we do not receive an additional list of candidates from you by next Monday, we will proceed with the attached list.

All eligible candidates for the ELDP will be personally invited to apply at the end of this month. As part of the application process, ELDP candidates will be required to complete and submit an application, as well as answer four short essay questions approved by the Executive Leadership Program Workgroup.

### **Raters**

Please identify one or two members of your senior executive leadership team to review applications and essays from mid-October to early November. For the launch of this program, we aim to have a high level team of raters representing all County departments. DHR will arrange and convene an orientation for raters in early October 2013. Please send the names, titles, telephone numbers, and email addresses of your selected raters to Ms. Griffin and Ms. Román by Monday, September 16, 2013.

### **Applicant Selection**

As mentioned, approximately 100 County employees will be selected to participate in the 2014 ELDP. In mid-November, the raters will recommend to each County Department Head the strongest candidates, and each County Department Head will be allowed to identify one, two, or three (depending on the size of the department) ELDP participants. Seventy of the openings will be selected on this basis.

In early December, Department Heads will also be given an opportunity to recommend additional candidates for the remaining 30 available openings. A portion of the 30 openings will be allocated to each Cluster, and the CEO Cluster Leaders will work with the Department Heads to collectively select participants. Please note that we anticipate

that future offerings of the ELDP will be available for qualified candidates who are not selected for the first training cohort.

### **Framework for ELDP**

Using the results of the November 2012 Leadership Institute Survey provided by County executive leadership, the following key competencies were identified as essential to the ELDP (in alphabetical order):

- Building Consensus and Commitment
- Building, Managing and Leading Teams
- Effective Communication
- Establishing and Implementing a Shared Vision
- Establishing Partnerships
- Influencing and Negotiation
- Managing and Enabling Process Change
- Managing Projects
- Outcome-based Decision-making
- Political Acumen

In addition to these identified competencies, the ELDP will provide a multi-faceted, blended learning approach to leadership development that includes customized training, coaching, mentoring, 360-degree feedback, MAPP stretch-like assignments/projects, and individualized development plans. It is designed to build on your departmental leadership assessments, enhance current leadership performance, help you identify potential successors, and increase interdepartmental collaboration in support of the County's Strategic Plan.

We appreciate your anticipated support of the Executive Leadership Development Program. Should you have questions, please contact Lisa Garrett at (213) 974-2406. Your staff may contact Epifanio Peinado, DHR Assistant Director, at (213) 974-2449 or Rochele Griffin, DHR Principal Analyst, at (213) 639-6735.

WTF:LMG:SKT  
EP:RG:bc

c: Each Supervisor  
Chief Deputies  
Assistant Directors

Attachment